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DTR'S BRIEFING

(Where required, figures reconciled with DTR's memo (and supporting papers)
for DDS, dated 13 August 1965.

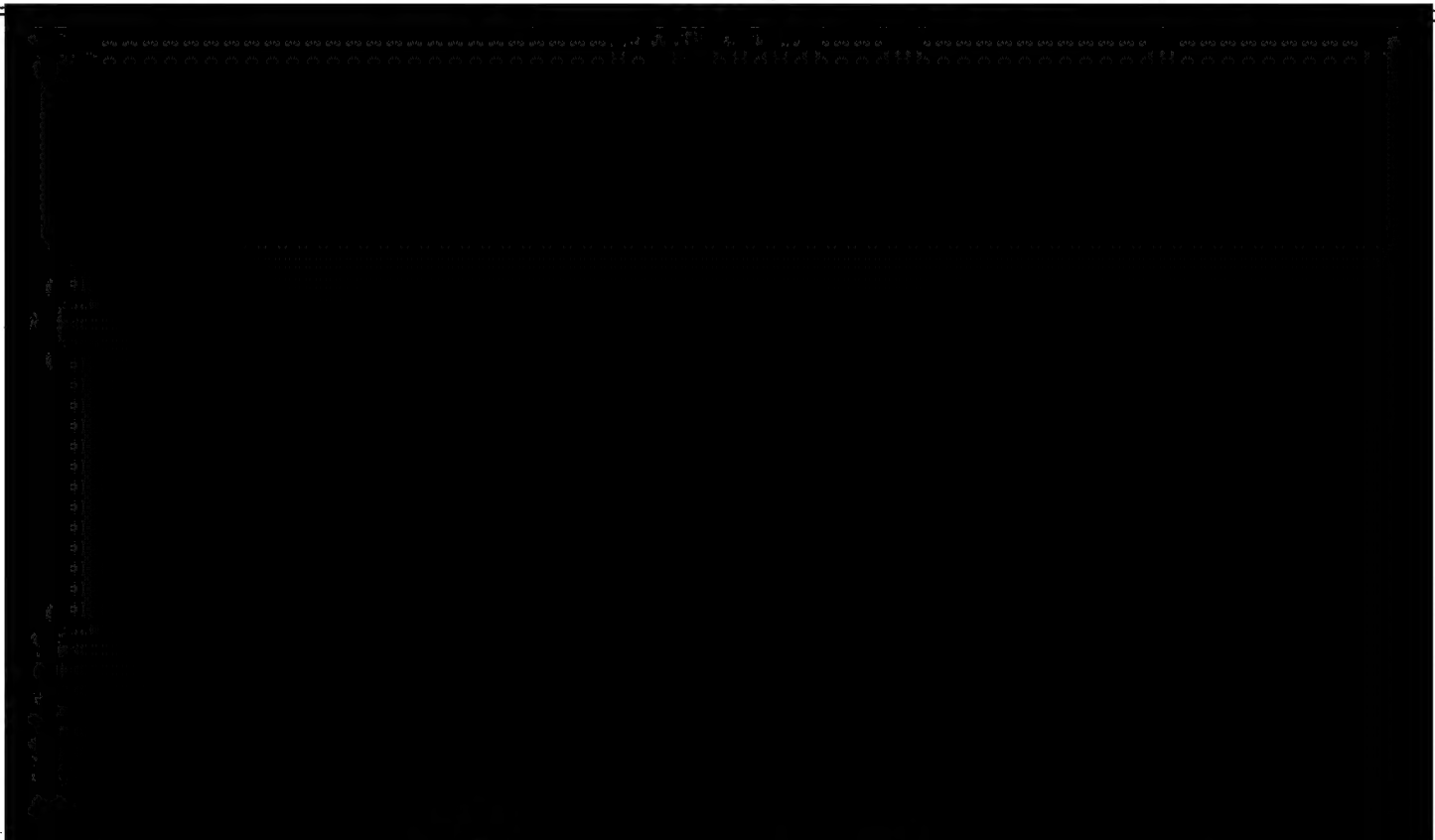
Subject: Explanatory Memorandum in Support of the Budget Presentation of OTR
for Fiscal Year 1967)

JOB NO. 78-06365A BOX NO. 4 FLD NO. 2 DOC. NO. 1 NO CHANGE
IN CLASS/ ~~X~~DECLASS/ /CLASS CHANGED TO: TS S C RET. JUST. 22
NEXT REV DATE 09 REV DATE 27/14/79 REV IN WR 06/19/99 TYPE DOC. 30
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REV CLASS S REV COORD. _____ AUTH: HR 70-3

25X9

MPG/AIB/RS -- 18 August 1965

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~~SECRET~~
~~BASIC PRINCIPLES~~

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THE BASIC PHILOSOPHY OR PRINCIPLES OF MANAGEMENT UNDER WHICH OTR OPERATES.

1. THE OTR OF CIA CONDUCTS NO TRAINING IN CIA WHICH CAN BE DONE OUTSIDE CIA WITH COMPARABLE EFFICIENCY, ECONOMY OR SECURITY.

DEFENSE DEPARTMENT

(EXCELLENT & RESPONSIVE)

FSI

(POOR)

really improved

MANAGEMENT & EXECUTIVE DEVELOPMENT

CHART II (?)

IN FY 65 CIA SENT 2123 STUDENTS TO ONE OR MORE OF 1017 COURSES OF EXTERNAL TRAINING GIVEN AT 226 INSTITUTIONS; 20% OF WHICH ARE GOVERNMENT FACILITIES - 80% NON-GOVERNMENT.

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II 2nd PRINCIPLE

2. THE OTR CONDUCTS NO TRAINING WHICH CAN BE DONE WITH COMPARABLE EFFICIENCY AND ECONOMY BY OTHER COMPONENTS OF CIA.

WE ASSUME COMPARABLE SECURITY

COMMO TRAINING

MEDICAL TECH. TRAINING

OFFICE OF SECURITY INVESTIGATOR TRAINING

SOME OVERSEAS DDP TRAINING BY C/O'S

TSD TRAINING

COMPONENT ON THE JOB TRAINING

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II (3. cont)

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WORKS WELL TO MUTUAL ADVANTAGE BETWEEN

DDP and OTR

DDS and OTR

WELL BETWEEN DDI and OTR

LESS NECESSARY FOR SIC and LAS

NEED FOR OTR CAREERIST

MANAGEMENT

CONTINUITY

TEACHING SKILLS

MOTIVATION

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(3. Cont)

OTR CAREERIST MUST LIKE TO TEACH

MUST BE GOOD AT IT

MUST BE SOLD ON ITS IMPORTANCE

ADVANCEMENT DEPENDS ON HOW GOOD HE IS IN AND OUT OF OTR

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4. A FOURTH BASIC OTR PRINCIPLE IS THAT WE NEVER USE THE LECTURE,
THE LEAST EFFICIENT METHOD OF INSTRUCTION, WHENEVER IT IS POSSIBLE TO
USE A BETTER MEDIUM.

STUDENT PARTICIPATION IS ESSENTIAL

STUDENT TESTING IS ESSENTIAL

IMMEDIATE "FEED BACK" IS ESSENTIAL

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II (4. cont)

1/8 OF 18 WEEKS OPERATIONS COURSE IS LECTURE

1/12 OF 15 WEEKS PM COURSE IS LECTURE

WE USE: THE "CASE" METHOD

THE DEMONSTRATION AND SKIT

FIELD PROBLEMS AND EXERCISES

FACE TO FACE AGENT AND C/O EXERCISES (ANALOGY OF C/O & PILOT TR)

GUIDED SEMINARS AND DISCUSSIONS

OTR-MADE TRAINING MOVIES

SOUND-FILM OF BRIEFING COURSES

CAREFULLY WATCHING PROGRAMMED INSTRUCTION OR THE TEACHING MACHINE

READING IMPROVEMENT: 2 CRAIG READERS TO BE INSTALLED IN ~~EARLY SEPTEMBER.~~
have been -

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III

UNIQUE FEATURES OF CIA'S OTR WHICH DIFFERENTIATE ITS TRAINING

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MISSION FROM THOSE OF STATE, DEFENSE AND THE UNIVERSITIES.

1. WE CAN'T FARM OUT MOST OF OUR TRAINING RESPONSIBILITIES
BECAUSE OF COVER AND SECURITY.

WE'VE TRIED - GEORGETOWN UNIVERSITY
DEFENSE DOES WITH SUCCESS

RAND AND HARDWARE MANUFACTURERS

STATE COULD

WE MUST DO MOST OF OUR OWN.

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2. STUDENT/INSTRUCTOR RATIO

1 INSTRUCTOR LECTURES TO 100 OR MORE STUDENTS

25X1A9a

STATE, DEFENSE & UNIVS.

██████████ DOES THIS SUPERBLY)

1 STUDENT IS TAUGHT BY ONE OR MANY INSTRUCTOR IN CIA

25X1A14a

1 - 18

1 - 1 AGENT/CASE OFFICER

BECAUSE OF THE NATURE OF OUR BUSINESS AND BECAUSE OF OUR DIFFICULTIES
OF PLANNING AHEAD.

i. e. LANGUAGE TUTORIALS: SKILLS TUTORIALS

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III

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25X1A

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3. TRAINING IN CIA IS STILL GENERALLY PERMISSIVE, NOT MANDATORY

I. O. IS ON BOOKS AS MANDATORY

REVISÉ

9 June 65)

MID-CAREER SHORTLY WILL BE

25X1C4a

OFTEN MEDICAL AND PERSONNEL PROCESSING AND TRAINING
HAVE PRIORITY

DIFFICULTY OF CS PLANNING FOR TRAINING IN A WAR TIME SITUATION

NO DEVELOPMENT COMPLEMENT

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4. UNTIL RECENTLY, NO MID-CAREER OR SENIOR OFFICERS COURSES AS
IN STATE AND DEFENSE (MID-CAREER COURSE BEGAN FALL OF 1963; 7th TO
START IN SEPTEMBER '65) *in the 8th*
9th in May

MY IDEAS: PROGRAM NOT COURSES

3 WAY SCREENING

COURSES AS SUCH WOULD REQUIRE ADDITIONAL CLASSROOMS AND INSTRUCTORS
AND MONEY.

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SPECIAL FEATURES OF CIA'S OTR OF PROBABLE INTEREST TO DCI

25X1A6a

1. [REDACTED]
2. CT PROGRAM
3. LANGUAGE DEVELOPMENT PROGRAM
4. SCHOOL OF INTERNATIONAL COMMUNISM
5. OFF-CAMPUS EDUCATION PROGRAM

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ASPECTS OF THE CAREER TRAINING PROGRAM

COMPETENT AUTHORITIES HAVE CALLED OUR CAREER TRAINING PROGRAM THE BEST OF ITS KIND IN GOVERNMENT AND AMONG THE BEST IN THE UNITED STATES, PERHAPS SECOND ONLY TO THAT OF THE PROCTOR & GAMBLE CO. IT IS THE MODEL FOR THE ONE NOW OPERATED BY THE FIRST NATIONAL CITY BANK (NEW YORK CITY).

"I BELIEVE THAT ITS CONCEPT AND ITS WAY OF DEVELOPING AND CAREFULLY BRINGING ALONG, OVER A PERIOD OF TIME, THE BEST YOUNG TALENT IN THE COUNTRY STAMPS THE PROGRAM AS UNIQUE AND EASILY THE BEST OF ITS KIND IN WASHINGTON. "

SINCERELY YOURS,

HAYDN WILLIAMS

Deputy Assistant Secretary

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"THE CT'S... WERE BY AND LARGE THE SINGLE MOST IMPRESSIVE GROUP OF EMPLOYEES ENCOUNTERED... THIS FINE BALANCE OF EXPERIENCE AND ENTHUSIASM WHICH THE PRESENCE OF THE CT'S SEEMS TO ENGENDER IS SOMETHING I WOULD LIKE TO HAVE MORE OF IN THE EE AREA. I THINK YOU HAVE EVERY RIGHT TO BE EXTREMELY PROUD OF THOSE CT'S WHO HAVE BEEN ASSIGNED TO THE CLANDESTINE SERVICES. IF THE ONES I SAW ARE REPRESENTATIVE OF THE ENTIRE GROUP, AND OF THE PROGRAM ITSELF, THERE CAN BE LITTLE DOUBT THAT IT IS OF TREMENDOUS VALUE."

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(No card # 19)

THE OVERALL PURPOSE OF THE CAREER TRAINING PROGRAM IS TO RECRUIT, SELECT, AND TRAIN APPLICANTS FOR CAREER SERVICE IN CIA WHO INDICATE THE POTENTIAL, ABILITY AND MOTIVATION TO FILL ULTIMATELY, AND TO AN OUTSTANDING DEGREE, THOSE POSITIONS AT THE GS-15 LEVEL AND ABOVE WHICH REQUIRE BOTH GENERAL INTELLIGENCE OFFICER AND MANAGERIAL SKILLS.

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ABOUT ONE OUT OF EIGHT APPLICANTS WHO ARE RECOMMENDED BY CIA

RECRUITERS IS FINALLY ACCEPTED FOR THE PROGRAM.

SINCE JULY 1951, WHEN THE PROGRAM BEGAN, 1,314 CAREER TRAINEES HAVE BEEN ADMITTED TO THE AGENCY. THIS TOTAL INCLUDES 1,110 RECRUITED FROM THE OUTSIDE AND 204 SELECTED FROM AMONG EMPLOYEES ALREADY IN THE AGENCY. (119 WERE WOMEN.) OF THESE, 947 ARE IN THE AGENCY IN JULY 1965, -- AN OVER-ALL RETENTION RATE OF ABOUT 72%. THE ATTRITION RATE AMONG CAREER TRAINEES CURRENTLY IN THE PROGRAM IS ABOUT 4 1/2% PER YEAR, AN EXCEPTIONALLY LOW FIGURE AMONG CAREER SERVICES. (THE ANNUAL ATTRITION RATE FOR FOREIGN SERVICE OFFICERS OF COMPARABLE STATUS IS 5.5%.)

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25X9

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21a

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7 HAVE RISEN TO THE GRADE GS-18. ~~SECRET~~

1 ~~Approved For Release 2001/03/03 : CIA-RDP78-06365A000400020001-6~~
1 HAVE RISEN TO THE GRADE GS-18.

2 HAVE BEEN REQUESTED FOR AND SERVED WITH DISTINCTION IN SPECIAL ASSIGNMENTS AT THE WHITE HOUSE.

2 HAVE BEEN ASSIGNED FOR SPECIALIZED DUTY AT THE UNITED NATIONS.

MANY HAVE BEEN OR ARE ON DUTY AT "FRONTIER" POSTS WHERE THEIR PERFORMANCE HAS BEEN REPORTED TO BE OUTSTANDING - [REDACTED] 25X1A6a

[REDACTED] 25X1A6a

[REDACTED] BUT THRU NO FAULT OF THEIR PERFORMANCE), AND [REDACTED] 25X1A6a

SEVERAL WERE INVOLVED IN THE [REDACTED] COVERT OPERATION. 25X1A4

~~SECRET~~

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THREE WORKED IN THE [REDACTED] FOR MANY MONTHS. 25X1X4

ONE CAREER TRAINEE IS EXECUTIVE DIRECTOR OF THE AGENCY'S RESPOSITORY FOR INTELLIGENCE DOCUMENTS, THE LARGEST FACILITY OF ITS KIND IN THE UNITED STATES GOVERNMENT AND WAS RECENTLY AWARDED THE WILLIAM A. JUMP MEMORIAL FOUNDATION MERITORIOUS AWARD BY THE DCI.

CT'S HAVE BEEN SENT PCS TO [REDACTED] OF THE WORLD. 25X9A2

AT THE LAST SESSION OF THE [REDACTED] SCHOOL IN [REDACTED] 25X1A12

THE TWO TOP MEN IN A CLASS OF OVER 200 WERE CT'S. IN RECENT CLASSES, 22 CT'S OUT OF 28 MADE "EXPERT" RATINGS. NONE HAS FAILED, THOUGH NORMAL [REDACTED] FAILURE IN EACH CLASS RUNS TO ABOUT 25%. 25X1A12

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NEGRO CT'S HAVE BEEN EFFECTIVE IN SEVERAL AREAS OVERSEAS.

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TWO WOMEN CT'S HAD HAD CREDIT SUGGESTED IN

25X1C10b

25X1C10b

EUROPE.

ONE CT IS OCCUPYING A DEEP COVER POSITION IN A JOB FORMERLY HELD BY AN INDIVIDUAL WHOSE SALARY WAS \$80,000 A YEAR.

IN ADDITION TO THE USUAL PATTERNS OF OFFICIAL AND NONOFFICIAL COVER A FEW VERY CAREFULLY SELECTED OFFICERS HAVE PRECEDED ABROAD UNDER NONOFFICIAL COVER TO REMAIN IN THE AREA FOR LONG PERIODS OF TIME. SOME OF THESE HAVE PERFORMED BRILLIANTLY FOR THEIR COVER COMPANIES. THIS SPECIAL PROGRAM HAS ALREADY PROVED TO BE EXTREMELY VALUABLE AND PROMISING FOR LONG TERM ASSETS.

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(No Card 20)

IN THE FIVE YEARS IN WHICH WE PARTICIPATED WITH THE ARMY IN THEIR OCS PROGRAM, TWO CT'S WON THE PATTERSON AWARD FOR THE OUTSTANDING OCS CANDIDATE OF THE YEAR. ONE CT WON THE AWARD FOR THE OUTSTANDING OCS CANDIDATE AMONG TEN THOUSAND AIR FORCE COMPETITORS. IN EVERY OCS CLASS, CT'S HAVE BEEN GRADUATED WITH DISTINCTION.

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WIVES OF CT'S WHO ARE DESTINED FOR OVERSEAS SERVICE MAY JOIN THE PROGRAM, IF QUALIFIED, AND BE TRAINED IN INTELLIGENCE WORK UNTIL THEIR HUSBANDS LEAVE. THE WIFE THUS BECOMES A MUCH GREATER HELP TO THE OFFICER IN HIS WORK.

(OBSOLETE NOW)

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FY '65

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4. SCHOOL OF INTERNATIONAL COMMUNISM

SMALL FACULTY OF 7 EXPERTS, ~~MORE HONORED OUTSIDE CIA THAN IN.~~ *ACTIVE OUTSIDE AS WELL AS WITHIN CIA.*

GOVERNMENT 191 PRESENTATIONS OUTSIDE

NIS, FSI, DIS, WAR COLLS., HOLABIRD, BRAGG, USIA, AID

COMMAND & STAFF

RESERVE GROUPS

PRIVATE

BROOKINGS

~~PRINCETON & COLUMBIA~~

~~AIR FORCE ACADEMY~~

U.S. OFFICE OF EDUCATION

~~INTERNATIONAL~~ POLICE ACADEMY

one time

frequent

TUTORING OF LIAISON HERE AND OVERSEAS

BIBLIOGRAPHY ON INTERNATIONAL COMMUNISM

CAREFUL WATCH OVER FUTURE TRENDS.

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25X1A6a

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LANGUAGE DEVELOPMENT PROGRAM

FULL-TIME INSTRUCTORS

9

CONTRACT

20 (16ft; 4 pt)

ON-CALL TUTORS

⁵⁷
~~48~~ ²⁰ (plus 24 not contracted ^{for}
but approved and ready)

^{Cyber}
IN FISCAL YEAR 1965 WE TAUGHT COURSES IN ²⁶ 22 DIFFERENT LANGUAGES

(including English) ^{510 Agency employees}
TO 443 STUDENTS

(See Card 5)

WE HAVE CAPABILITY OF TEACHING ^{foreign} 49 DIFFERENT LANGUAGES .

~~ALSO~~, CAPABILITY TO TEACH ENGLISH AS A FOREIGN LANGUAGE

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GENERALLY SPEAKING, OTR IS RESPONSIBLE FOR TRAINING COURSES WHICH
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ALL EMPLOYEES OF CIA MUST HAVE AND FOR THAT TRAINING WHICH EMPLOYEES
OF ONE COMPONENT NEED TO KNOW ABOUT ACTIVITIES OF OTHER COMPONENTS.
IT CANNOT TEACH THE SKILLS SPECIFIC ONLY TO ONE OFFICE.

BUT WE PROVIDE:

INSTRUCTOR TRAINING

PROJECTORS, PROJECTIONISTS, MOVIES

TRAINING AIDS

TRAINING MATERIALS (7, 827)

REGISTRAR

MANAGEMENT

CLASSROOM SCHEDULES

RECORDS 8175 individual entries for Agency
Training Record each year

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CHART III

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IN FY 65 OTR TRAINED 4, 597 STUDENTS IN 474 RUNNINGS OF 86

DIFFERENT FORMAL COURSES. (THIS INCLUDES 443 STUDENTS

IN 22 LANGUAGE COURSES; 199 RUNNINGS.

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STATINTL

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